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OFFICE OF PERSONNEL  
SUMMARY AND HIGHLIGHTS

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The following Narrative Justification Statements describe the major accomplishments of the Office of Personnel during FY 1965 and contain statistics reflecting, on the average, the performance of an increased workload without corresponding staffing increases. The key accomplishments and the factors having the greatest influence on the Office's programs during the year were these:

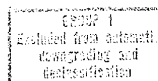
1. The single most significant event of the year was the enactment of Public Law 88-643, authorizing the establishment of the CIA Retirement and Disability System. It is anticipated that this retirement system, when fully operative, will cover about 30% of the Agency's employees. At year end, the mechanics for identifying those eligible to participate in the system were functioning and most of the job of organizing the full range of operations involved in administering the system had been completed.
2. Manpower controls--reduced personnel ceilings, average grade and salary controls--had, as they did in FY 1964 and can be expected to do in FY 1966 and FY 1967, a major impact on the activities of the Office.
3. Continuing efforts were made to achieve greater efficiency and productivity through procedural improvements and application of new techniques and methods.

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Our program plans for FY 1966 and FY 1967 are embraced by the following objectives:

1. Making full use of ADP techniques and applications in all phases of activity; this means continuing current studies and an intensified effort to develop the necessary technical competence.
2. Expanding current efforts to improve manpower analysis techniques and to educate Career Service officials about their long-range manpower problems and the measures needed to meet, minimize, or avoid them.
3. Continuing upgrading of the quality of the Personnel Career Service with special attention to its needs for recruiting and developing junior officers to fill future needs.

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Office of Personnel

Office of the Director of Personnel

FY 1967

General:

The Director of Personnel is responsible for the development and administration of an Agency-wide personnel program. His functions include formulating and recommending policies, regulations, and standards; advising and assisting administrative and operating officials; reviewing and evaluating personnel management practices in the Agency; providing a full range of personnel and employee services; and conducting research as required in support of these programs.

The immediate office of the Director of Personnel has primary responsibility for the direction of subordinate elements engaged in carrying out these activities and for providing administrative and housekeeping support to the office. In addition, the immediate office of the Director of Personnel handles specific cases involving matters of unusual importance or urgency or of extreme operational or personal sensitivity.

The office of the Director of Personnel also includes two special staffs: the CIA Retirement Staff and the Special Activities Staff. The CIA Retirement Staff is charged with the immediate implementation and installation of the CIA Retirement and Disability System provided in PL 88-643 and in addition, provides secretariat support to the CIA Retirement Board. The Special Activities Staff assists Agency operating and career service officials in carrying out their

responsibilities in the general area of involuntary separations and disciplinary actions, advises the Director of Personnel in matters relating to suitability determinations and adverse actions, and performs other special services, such as providing support to the CIA Personnel Evaluation Board, the Overseas Candidate Review Panel, and the Applicant Review Board.

Accomplishments for Fiscal Year 1965:

Principal accomplishments during FY 1965 are reflected in the statements describing the activities of the subordinate elements of the Office of Personnel. The following are those which because of their urgency or significance required extensive direction and, often, participation by the office of the Director of Personnel:

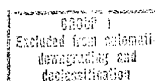
1. Implementation of the CIA Retirement and Disability System authorized in PL 88-643. "Implementation" included the development and coordination (internal and external) of regulations, the development of forms, procedures, and records systems, programming the review of on-duty personnel to identify those eligible to participate -- in short, the organization of a new and complex activity. A special CIA Retirement Staff was established to support this activity for the Director of Personnel and his immediate staff have been deeply involved. As of 30 June 1965, 1024 employees had been screened; of these, 168 were determined to be eligible for designation as participants and 856 were determined to be ineligible; 14 retirements (11 voluntary and 3 mandatory age) had been approved.

2. Participation with other Agency elements in the development of controls to administer personnel ceiling reductions and monitoring of accessions and lateral shifts of personnel to ensure that component ceilings were not exceeded.
3. Participation with other Agency elements in the development of administrative machinery to monitor average salary controls.
4. Initiating a series of statistical studies and analyses which would provide a sound basis for forecasting recruitment requirements on an annual basis.
5. Initiating manpower planning studies designed to identify long-range problems and advising Career Service officials of the need for action now to minimize the impact of these problems.
6. Providing the impetus for and extensive participation in an on-going thorough study of ADP applications in the Support area generally (but specifically in relation to the recording of data about people).

Statistics covering the principal activities of the Special Activities Staff serve to describe both the scope and volume of operations in this area:

1. Arrangements were made for placing approximately 50 employees on probation for a variety of reasons involving performance and/or conduct. In all such cases reprimands were issued and in 37 cases arrangements were made for delaying the granting of Step Increases. Arrangements were also made for suspending 25 employees, mostly for security infractions, and also

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for downgrading approximately 70 employees.

2. Involuntary Separations:

	<u>Failed to Qualify First Year</u>	<u>Other Invol. Separations</u>	<u>Total</u>
Terminated	0	0	0
Resigned in Lieu	66	105	171
Retired in Lieu	0	9	9
TOTAL	66	114	180

25X9 3. The Applicant Review Panel reviewed a total of 354 cases and the Overseas Candidate Review Panel screened a total of [REDACTED] individuals for overseas assignment.

4. The CIA Personnel Evaluation Board met 13 times during the year and considered 25 cases. This resulted in the resignation of 9 employees, reassignment of 2, disability retirement of 6, probation in 7 cases, with final action still pending in 1 case.

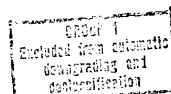
5. During the year 507 employees were converted to Career Employee status after having successfully completed the established three year provisional period.

Objectives FY 1966 and FY 1967:

The principal program objectives of the Office of Personnel are described in the Summary statement preceding this section. In brief, they include the following:

1. Continue intensive effort to exploit fully computer applications to personnel planning, processing, and recordkeeping.

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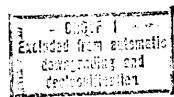
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2. Complete the screening of current employees to identify those eligible to participate in the CIA Retirement System and the development of procedures for the required periodic review of participants to ensure that they continue to qualify; refine the criteria for "qualifying service" performed in the United States.
3. Improve the quality of the Personnel Career Service and develop plans for meeting future needs for middle- and senior-grade officers -- particularly to fill the substantial gap which will be created when most of the present senior officers retire in the next several years.
4. Continue the development and refinement of manpower forecasting techniques.
5. Maintain a continuing review of existing mechanisms for evaluating employee suitability to ensure that these function with the highest possible degree of effectiveness.
6. For the Special Activities Staff:
  - a. Pursuant to Executive Order 11222, Prescribing Standards of Ethical Conduct for Government Officers and Employees, Agency regulations and handbooks on employee conduct must be revised pursuant to the provisions of the Order and the regulations of the Civil Service Commission issued pursuant to the Order.
  - b. Revised procedures for clearing employees for overseas assignment and converting employees to Career Employee status have been developed and are to be inaugurated during the coming Fiscal Year.

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Financial Requirements FY 1966:

25X1A With an AE of 31.0, personal services will cost [REDACTED] thousand for the Office of the Director of Personnel. Travel is budgeted at \$4 thousand, which will cover the cost of travel by the Director of Personnel to the South East Asia area. The OD/Pers budgets for external training for the Office of Personnel, and an increased emphasis on computer training for Personnel Officers will require at least \$4 thousand in FY 1966. Supply and equipment expenditures will be approximately \$2 thousand.

Financial Requirements FY 1967:

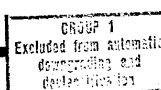
25X1A Salaries and related costs will be [REDACTED] thousand for the Office of the Director of Personnel. Travel is budgeted at \$4 thousand, which will cover the cost of travel by the Director of Personnel to the Eastern European area to inform field officials of new policies and programs and to gain direct knowledge of problems unique to various field stations. External training is again projected at \$4 thousand to cover the cost of computer training and external mid-career courses. Supply and equipment estimates of \$2 thousand will cover the cost of miscellaneous supplies and replacement of electric typewriters.

Changes in Financial Requirements:

FY 1966 over FY 1965:

An increase of \$74 thousand is estimated for an increase in 5 positions and 5.8 AE, filling

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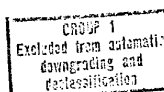
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positions to authorized grade levels, within grade increases, and related personal service costs; an increase (\$3 thousand) to cover cost of South East Asia trip for the Director of Personnel; an increase (\$1 thousand) in external training costs; and an increase (\$1 thousand) to cover the cost of one electric typewriter and 2 Stenotype machines.

FY 1967 over FY 1966:

An increase of \$8 thousand is estimated for an increase of .4 AE, filling positions to authorized grade levels, within grade increases, and related personal services costs.

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Office of Personnel

Plans and Review Staff (PRS)

FY 1967

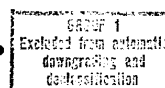
General:

Although the Chiefs of the several functional Divisions within the Office share responsibility for providing staff support to the Director of Personnel in the development, review, and evaluation of policies and programs as well as other staff functions, the Plans and Review Staff is the primary staff arm of the Director of Personnel. As such, the Staff coordinates the efforts of the several Divisions in this field and undertakes separate specialized projects such as manpower planning and analysis, promotion studies, and systems analysis in connection with the automation of personnel records. The Staff is also responsible for preparing personnel regulatory and procedural issuances in final draft for Agency coordination and for reviewing proposed regulations prepared in other components in the course of their coordination. Finally, the Staff provides secretariat support for the Personnel Advisory Board.

Accomplishments for Fiscal Year 1965:

During FY 1965 the Plans and Review Staff devoted its major effort to developing the basic foundation for a manpower planning system designed to forecast Agency personnel requirements, based on ceiling projections, and to translate these requirements into specific recruitment

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objectives that reflect the numbers, occupational specialties, and other characteristics of the individuals to be hired during each forecast period. The Staff also coordinated actions leading to the development of an Agency-wide statistical reporting system on non-staff personnel. In addition, the Staff prepared a number of special analyses and reports on various areas of personnel management including the following:

1. FY 1966 recruitment objectives for the Career Training Program.
2. Statistical report of foreign language skills of staff personnel.
3. Studies of personnel selected for the 7 Senior Schools and the Midcareer Executive Development Course.
4. Analysis of the Honor and Merit Awards Program.
5. Review of personnel record-keeping system.

In developing and coordinating regulatory issuances, the Staff processed the following issuances, usually in collaboration with the functional Division concerned:

1. Regulations on Casualty Planning, Consultants, Honor and Merit Awards, Contract Personnel, and Hours of Work.
2. Agency Notices on the Employee Activity Association, Processing of Candidates for Assignment Overseas, and Flight and Accident Insurance.
3. Various other issuances as reflected in the following statistics:
  - a. Headquarters regulations and handbooks processed 28
  - b. Headquarters notices processed 23

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- c. [REDACTED]
- d. [REDACTED]
- e. Office of Personnel Memoranda 12
- f. Employee Bulletins and other issuances 8

Objectives FY 1966 and 1967:

Major emphasis will continue to be placed on the development of an increasingly competent manpower planning system capable of providing accurate and detailed long-range forecasts of recruitment requirements, and on the automation of the Office's entire records system as part of an integrated Agency venture. In addition, special surveys and studies will be conducted in a number of areas of current personnel interest such as qualifications standards, applicant selection methods, promotion practices and trends, selections for executive development programs, leave usage, attrition, and retirement projections.

Financial Requirements FY 1966:

25X1A The total fund requirement of [REDACTED] thousand will be for personal services costs.

25X1A Financial Requirements FY 1967:

The total fund requirement of [REDACTED] thousand will be for personal services costs.

Changes in Financial Requirements :

FY 1966 over FY 1965:

An increase of \$8 thousand is estimated for an increased AE of .5, filling positions to

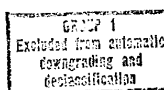
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authorized grade levels, within grade increases, and related personal services costs.

FY 1967 over FY 1966:

An increase of \$1 thousand is estimated for filling positions to authorized grade levels,  
within grade increases, and related personal services costs.

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Office of Personnel

Recruitment and Retiree Placement Division (RRPD)

FY 1967

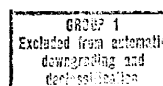
General:

The Recruitment and Retiree Placement Division is responsible for conducting overt and covert personnel procurement for all categories of staff personnel and, on a selective basis, for non-staff personnel; and for conducting a preretirement counseling and placement assistance service available to all employees who require or desire Agency assistance in their finding a so-called post-retirement second career. The Division engages in both field recruitment, through an aggressive nation-wide recruitment program, and local recruitment, which consists of a "gateway interview" unit which screens casual applicants and referrals of Congressional and other special sources; and the Division now provides a preretirement counseling and placement assistance service, while continuing to process resignees insofar as out-placement assistance is merited or made necessary in the Agency's own interests.

Accomplishments for Fiscal Year 1965:

Fiscal Year 1965 was essentially an Agency-wide year of getting down to ceiling and the recruitment emphasis was on waiting to see what would be broken loose as firm requirements. NPIC and CTP represented the principal firm requirements insofar as any large numerical workload was

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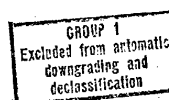
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concerned. Consequently, a hard look at the Division's strength resulted in a severely reduced staff whose anticipated task in the year ahead would focus on the more limited activity to recruit Career Trainees (CT's), specialized personnel, and clerical personnel.

RRPD fulfilled its job of locating candidates to fill the requirements levied upon it -- although the Agency closed out FY 1965 with 129 personnel below ceiling. From the recruitment standpoint, however, the year ended with 1,980 candidates still in process. The 100 Universities Program enjoyed another successful year in which 87 presentations were made. This program kept the Agency's "foot in the door" for what could be termed a lean year and gave continuity for such a year as FY 1966 in which requirements are higher and competition tougher.

25X1A6a The Division retained its headquarters in the 1000 Glebe Building, but was alerted at year end to the prospect of a further consolidation of its physical facilities in January 1966 -- a move to the [REDACTED] area to new office space adequate for the units now located in downtown Washington (Washington Recruiting Branch), Quarters Eye (Employment Referral Branch (formerly OP/POD/OPB), and the offices of the Chief, RRPD currently at 1000 Glebe Building. This will promote a considerably more efficient organizational and management environment than that now imposed by the physical fractionization of these services. Small economies were effected such as adopting the use of certified mail (in lieu of registered mail) for material classified below Secret, further reducing the recruiters' reliance on long distance telephone

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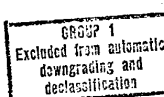
calls in lieu of correspondence, monitoring recruiter use of POA when air travel would be more economical.

The following recruitment statistics summarize the results of RRPD's recruitment work during the year. The number of appointees entered on duty during FY 1965 was [REDACTED] Security initiations, representing candidates selected for final employment processing, totalled [REDACTED] which on the basis of past experience indicates some 20,000 interviews. The professional recruiters were counted on to a greater extent to commence picking up the slack in clerical recruitment created by the elimination of three full-time clerical recruiters. At peak strength in FY 1964 we had as many as 14 clerical recruiters on our payroll.

We believe that our recruiters are now based where they should remain and dig in for several years to come, barring unforeseen losses. We are aiming now for the recruiter-faculty-university continuity in all territories that can only be established productively by repeated visits and faithful contacts.

The Retiree Placement Counseling function, established in RRPD, and the resignee out-placement function of POD was transferred to RRPD as a related function. Practically all Calendar 1965 Civil Service retirees were interviewed, counseled, and assisted in their seeking of second careers, to the extent that short lead-time permitted. Techniques, files, procedures, and leads were being developed from scratch, and, at year-end, the CIA Retirement System retirees were entering the pipeline.

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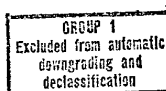
Objectives FY 1966 and FY 1967:

Based on current forecasts, recruitment objectives for FY 1966 total some 2,000; these projections are subject to new analysis in light of rapidly revising ceiling decisions, evaluation of the gaps created by a near-freeze on employment during several months of FY 1965, and the now somewhat limited opportunity that obtains for partially filling these requirements by the reassignment and retraining of personnel made surplus to one or another component of the Agency. The Government-wide difficulty in attracting qualified economists obtains for this Agency, coupled with the "built-in mobility" that causes on-board economists to be ever seeking to better themselves in other agencies, academic or commercial fields, or in combinations of all three, when outside consultant privileges are extended. The NPIC requirements will demand an all-out FY 1966 and 1967 recruitment effort -- an effort which in FY 65 netted a plus of 70, after an 11% attrition, over FY 64 year end strength. Office of Communications requirements are measurably higher, and becoming increasingly more sophisticated -- in the face of a shrinking supply of former military-trained communicators. The Career Training Program must be counted a regular year-to-year customer for continuing high input, of high quality, with no recruitment let-up. These are merely the high-lighted requirements. Our most difficult task ahead very well may be the matching of increased [REDACTED] contract requisitions with available volunteers.

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The freeze on clerical EOD's during the middle half of FY 1965 and a tendency to curtail

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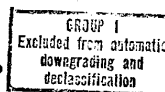
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clerical EOD's to keep within ceiling limitations produced a year-end deficit of clerical personnel in FY 1965, with a resulting need for concentrated recruitment effort in this field in FY 1966 and the reinstitution of the "provisional clearance" leverage employed in the past. Within the clerical category FY 1966 and 1967 requirements will include, for the first time, candidates with language proficiency in French, while requirements with respect to Spanish and Portuguese will continue.

Plans for FY 1966 and 1967 include continuation of the highly successful 100 Universities Program, but on a reduced scale, 65-75 universities, because of fewer recruiters to put into the program. Plans also include continued use, but no expansion, of University Associates to assist in the academic recruitment program.

Plans and objectives for the FY 1966 and FY 1967 Retiree Counseling program embrace hoped for improvement in all aspects of this activity. Our experience clearly has shown that this program is deserving of top management's most enlightened support. It may well contain the germ of the Agency's finest in-house employee relations service, considering the economic problems confronting many of the families and individuals involved. This program decisively demands longer lead-time for preparing prospective retirees for retirement, and this objective is being kept uppermost in mind. Placement successes in FY 1965 proved totally encouraging.

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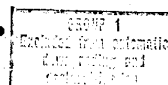
Financial Requirements FY 1966:

25X1A Personal services costs of [REDACTED] thousand are estimated for FY 1966. Travel costs are estimated at \$125 thousand for a more extensive recruitment activity with a reduced staff. Transportation of household effects and office furniture is estimated at \$8 thousand for movement of field recruiters and recruitment offices in order to take full advantage of the most fertile employment areas of the country. Telephone, telegraph, and postal services are estimated at \$12 thousand for FY 1966. External printing (standard forms, etc.) is estimated at \$1 thousand. The cost of Other Services will increase to \$35 thousand in FY 1966. This increase is expected to take place in the advertising portion of this object class, and will be caused by increased effort to recruit specialized personnel. Supplies and equipment will cost \$5 thousand, the greater portion of which will be used to replace equipment used by field recruiters such as typewriters, voicewriters, etc.

Financial Requirements FY 1967:

25X1A Personal services costs of [REDACTED] thousand are estimated for FY 1967. Travel of field recruiters (\$125 thousand) and transportation of effects (\$8 thousand) are the same amount budgeted for in FY 1966. Communications services and rentals (\$12 thousand) will remain at the previous levels. It should be noted that in spite of increasing telephone rates, the cost of communications services has remained constant in recent years. This has been accomplished by decreasing the use of telephone and increasing the use of mail wherever possible. Printing costs will remain at \$1 thousand. Other Services will continue at \$35 thousand to cover the cost of

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advertising, operational entertainment, and fees to University Associates. Supply and equipment costs of \$5 thousand will be for operating supplies and for replacement of recruiter and headquarters support equipment.

Changes in Financial Requirements:

FY 1966 over FY 1965:

An increase (\$8 thousand) in contract salaries and related costs will be caused by increased use of field clerical employees and by use of one professional contract recruiter. An increase (\$3 thousand) for filling positions to authorized grade levels, within grade increases, and related personal services costs. An increase (\$22 thousand) to allow for increased travel because a decrease in recruiters has caused the size of the territory covered by the remaining recruiters to increase.

An increase (\$1 thousand) to allow for projected shifts of field recruiters, an increase (\$1 thousand) to allow for increased form printing, an increase (\$11 thousand) for increased advertising to enable the Agency to locate and hire specialized talent particularly for South East Asia operations. An increase (\$3 thousand) is required for replacement of equipment used by field recruiters and headquarters support personnel.

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FY 1967 over FY 1966:

An increase (\$25 thousand) for an increase in AE of .9, filling positions to authorized grade levels, within grade increases, and related personal services costs.

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Office of Personnel

Personnel Operations Division (POD)

FY 1967

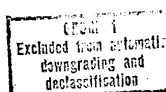
General:

The Personnel Operations Division is responsible for support and assistance to the Agency's career service elements and operating components (except the Clandestine Services) in their personnel management responsibilities. The Division also provides: a centralized qualifications analysis service for the codification of applicant and employee qualifications; a statistical reporting service for the maintenance of personnel statistics and the preparation of required reports; a transactions and records service for processing personnel actions of all types, for maintaining suspense records on step increases and Fitness Reports, for maintaining Official Personnel Folders for staff employees, consultants, and applicants; a correspondence section which prepares correspondence to applicants and candidates-in-process; and an Interim Assignment Section for holding and training provisionally-cleared or, during a brief period of orientation and training, clerical personnel who have been fully cleared for employment.

Accomplishments for Fiscal Year 1965:

The mounting pressures of the economy drive made the greatest impact upon this Division during the fiscal year. Inasmuch as Agency managers were required to bring their office strength and career service strength down to authorized ceilings, the Personnel Operations Division was directed

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to coordinate appropriate manpower controls with the Agency components and report the progress of manpower control procedures. Also, coupled with ceiling reductions, came average grade reductions which reduced the headroom for promotion advancement within most career services, and, in some cases, created overages at certain grade levels.

With the restrictive controls came additional reporting requirements on the Division. The Statistical Reporting Branch alone produced 1,100 more reports during fiscal year 1965 than in fiscal year 1964. The practice of entering on duty clerical personnel with provisional clearances was reinstated. Also, the program of "summer only" hiring was revived. The Qualifications Analysis Coding Project was speeded up so that the first phase of the Project was more than two-thirds completed at the end of the fiscal year.

The Placement Branch commenced to provide preemployment processing for all Type A contract cases for the Clandestine Services. This has been of significant assistance to some areas in the Clandestine Services in giving them organized and experienced service not otherwise available.

The scope and level of some specific activities in the Personnel Operations Division are suggested by the following workload statistics:

	<u>FY 1963</u>	<u>FY 1964</u>	<u>FY 1965</u>
Applicant files established	14,032	14,131	14,855
Employee files charged out	38,885	33,457	46,661
Pieces of material filed in employee files	250,020	319,800	167,622
Letters prepared to applicants and candidates-in-process	34,348	34,474	32,348

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	<u>FY 1963</u>	<u>FY 1964</u>	<u>FY 1965</u>
Personnel actions processed	27,825	26,506	23,297
Periodic and merit step increases processed	9,399	10,965	10,605
Employee Qualifications Coded	NA	NA	10,837
Profiles Prepared	NA	NA	8,666
Statistical table prepared for recurring reports	2,429	2,960	4,096
Statistical tables prepared for special reports	180	258	160

Objectives for FY 1966 and FY 1967:

Manpower controls are likely to continue to be reasonably severe and will include the addition of average salary limitations. While POD is not responsible for the latter controls, the Division will need to be kept currently advised of any problem areas if promotion actions and accessions are to be monitored properly. The Division will consult with the Career Services frequently in order to assist them in responding to these controls and in operating programs which are suited to their long-range requirements.

Phase I of the Qualifications Analysis Coding Project should be completed early in FY 1966. Phase II, which involves the preparation of supplemental questionnaires by all employees and analysis and coding of this additional information (in many cases requiring interviews), will then be undertaken and will represent a substantial workload factor through FY 1967.

In addition, the Division will seek to improve both the scope and the usefulness of the record-keeping and reporting functions and to greatly increase the use of EDP systems in this area.



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Financial Requirements FY 1966:

25X1A Personal services costs will be [REDACTED] thousand in FY 1966. A travel budget of \$2 thousand is  
25X1A6a estimated to allow placement officers to attend training classes at [REDACTED], attend  
personnel conferences and help with highly specialized recruiting. Rental of Xerox equipment  
is expected to cost \$20 thousand. The Office of Personnel has aided in speeding up the security  
processing of applicants by reproducing personal history statements on Xerox and Ozalid equip-  
ment. Costs for printing and buying standard forms and specially forms is estimated at \$2  
thousand. The cost of supplies is estimated at \$13 thousand. This figure includes costs for  
Xerox supplies, Ozalid paper and amonia<sup>m</sup>, and other administrative supply items not available in  
the Agency supply system. The equipment estimate (\$5 thousand) includes such items as replace-  
ment typewriters and Wheel-dex equipment.

The Pre-employment Interview Program is estimated at \$346 thousand to accommodate an increase  
in Commo and NPIC invitees.

25X1A The Interim Assignment Section is expected to cost [REDACTED] thousand in salaries and related costs  
and \$27 thousand in travel.

Financial Requirements FY 1967:

25X1A Personal services and related costs are estimated at [REDACTED] thousand in FY 1967.

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Travel costs will remain at \$2 thousand to allow placement officers to attend personnel conferences and help with specialized recruiting. A continuing requirement for Xerox equipment will require a minimum of \$20 thousand. Printing costs are expected to rise to \$4 thousand, and will include the additional cost of printing a new Qualifications Coding Handbook. Supplies will remain at \$13 thousand, the greater portion of this cost being for Xerox and Ozalid supplies.

An equipment budget of \$60 thousand is planned to cover the cost of 5 IBM Electronic typewriters which will replace obsolete flexowriters now used as a computer input.

The Pre-employment Interview Program is again estimated at \$346 thousand.

25X1A The Interim Assignment Section is expected to cost [REDACTED] thousand in salaries and related costs and \$27 thousand in travel.

Changes in Financial Requirements:

FY 1966 over FY 1965:

A net decrease (\$3 thousand) reflecting a decrease of 3 positions and 2.3 AE (-\$21 thousand) offset by an increase for filling positions to authorized grade (+\$8 thousand) and an increase in temporary and contract salaries (+\$10 thousand).

An increase (\$2 thousand) for travel of placement officers (explained above). An increase (\$9 thousand) for increased use of Xerox equipment to reproduce PHS sets and biographic profiles.

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An increase (\$1 thousand) for replacement of standard forms and specialty printing. An increase (\$6 thousand) for increased supply purchases for Xerox and Ozalid equipment. A decrease (\$1 thousand) for non-recurring equipment purchases.

An increase in the Pre-employment Interview Program of \$131 thousand is estimated in order to accommodate an increase in COMMO and NPIC invitee travel.

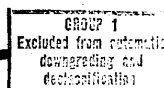
An increase in salary and related costs (\$82 thousand) for an increase in A.E. of 18.0. An increase (\$10 thousand) for increased EOD travel of hard-to-get clerical employees.

FY 1967 over FY 1966:

An increase (\$12 thousand) for filling positions to authorized grade levels, within-grade increases, and related personal services costs. An increase (\$2 thousand) for printing of a new Qualifications Coding Handbook. An increase (\$55 thousand) for purchase of 4 IBM electronic typewriters to replace obsolete flexowriters now in use.

An increase (\$3 thousand) in the Pre-employment Interview Program to accommodate slight rise in clerical EOD salaries.

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Office of Personnel

Clandestine Services Personnel Division (CSPD)

FY 1967

General:

The Clandestine Services Personnel Division is responsible for providing staff advice and secretariat support to the Clandestine Services Career Service Board, its subordinate Panels and sections, and the Clandestine Services Personnel Management Committee. The Division assists these elements in the selection, assignment, rotation, promotion, development, and utilization of personnel who are members of the Clandestine Services Career Service, including personnel in the staff agent and career agent categories. In this connection, the Division serves as a central personnel office for the Plans Directorate in guiding and coordinating the work of the component personnel offices. The Division provides staff advice and serves as a control point in the allocation of personnel ceilings among the Clandestine Services components and the development, processing and maintenance of staffing and development complements, and makes organizational studies and recommendations concerning the composition of personnel by types and service designations.

Accomplishments for Fiscal Year 1965

The activities of the Clandestine Services Personnel Division were significantly affected by the President's economy directive and the resulting manpower, ceiling, average grade and average salary controls. Major accomplishments included the following:

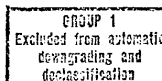
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downgrading and  
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- a. Establishment of new personnel authorizations for each component in the Clandestine Services within the overall allocation to the Deputy Director for Plans.
- b. Participation in the reorganization of Clandestine Services components in line with reduced ceilings in some components and expansion of ceilings in others. These reorganizations required redistribution of large numbers of personnel to optimize the use of their experiences and skills. A reduction of personnel strength by 61 persons was achieved in the process.
- c. Provided increased staff support to the expanding role of the Personnel Management Committee by improving assignment procedures, by developing earlier indications of personnel requirements, by specifying areas of competing priorities, by identifying difficult-to-assign personnel and preparing their "cases" for the FMC, and by constant planning for management improvements.
- d. Established program for reviewing foreign language competency of Clandestine Services personnel, developing improved procedures for testing and up-dating of language qualifications and laying plans for expanding language training.
- e. Initiated and conducted the identification and processing of Clandestine Services personnel eligible for the CIA Retirement and Disability System, involving interviews, counselling and resolution of problems raised.
- f. Strengthened the program for the rotation of Clandestine Services officers to the Office of Training and refined future plans for an improved and more economical process.

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- g. Developing plans for an intensified attack on the problem of immobile or not fully effective personnel in the Service.
- h. Developed more effective reporting techniques to provide information for management on tightened ceiling and assignment controls.

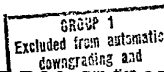
In addition, the attention devoted to the Field Reassignment Questionnaire program has been increased in order to relate the movement and availability of qualified personnel to priority and competing requirements in other areas. The administration of this program involves, on the part of CSPD, the matching of qualifications to requirements, preparation of cases requiring PMC adjudication of competing requirements, cable or dispatch traffic, and interviews with returnees.

Objectives for FY 66 and FY 67

Program plans for the CSPD over the next two years are based on five expectations:

- a. That economy and tight controls over the use of manpower will continue to prevail
- b. There will be no lessening of crises areas throughout the world
- c. The commitment in Southeast Asia will be enlarged
- d. The DDP will attempt to make the Service more responsive to world-wide demands by early identification of requirements, tighter management of the assignment process, by attacking the problem of immobile careerists and not-fully-effective personnel, by a refined program of lateral entries and by a more vigorous training program.

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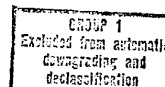


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These expectations, superimposed on the already "going" requirements will call for these programs:

- a. Improvement in personnel management, especially in establishing a system of centrally directed assignments (at the Career Service level) to enable effective and timely assignments to priority areas.
- b. Further expansion of the role of the FMC into the tighter assignment process, thus requiring more up-to-date information and fully staffed out assignment proposals for consideration, and the continuing follow-up to the FMC decisions. This process will require greater intercomponent and interarea transfers and concomitant heavier demand on CSPD for identifying requirements, searching for and identifying qualified persons, taking all organizational and personal factors into consideration, and presenting a staffed out product to the FMC.
- c. Increased development of language and area skills to meet identified and anticipated shortages.
- d. Improving the economy and effectiveness of the CTP recruitment of Clandestine Services trainees by specifying requirements for selective recruitment to obtain already-developed skills (e.g. language skills, area knowledge) in order to minimize in-service training on the Agency's time and expense.
- e. Development of policies and procedures for management of non-staff personnel and an inventory of skills and covers for this increasing category.

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- f. Intensification of the program for the assignment of capable instructor personnel, probably in slightly larger numbers, to OTR.
- g. Development of policies and procedures for identifying and making determinations in the case of personnel who cannot meet the obligations of the Service, and the development of processes to ensure careful screening and selections of persons proposed for lateral entry into the CS on a career basis (excluding Career Trainees).

Financial Requirement FY 1966:

The total fund requirement of [REDACTED] thousand for CSPD is for personal services.

25X1A

Financial Requirements FY 1967:

The total fund requirement of [REDACTED] thousand for CSPD is for personal services.

25X1A

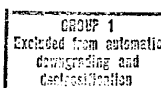
Changes in Financial Requirements FY 1966 over FY 1965:

An increase (\$10 thousand) for filling positions to authorized grade levels, within grade increases and related personal services costs. A decrease (\$1 thousand) for non-recurring typewriter purchases.

Changes in Financial Requirements FY 1967 over FY 1966:

An increase (\$4 thousand) for filling positions to authorized grade levels, within grade increases and related personal services costs.

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Office of Personnel

Mobilization and Military Personnel Division (MMPD)

FY 1967

General:

The Mobilization and Military Personnel Division is responsible for the procurement, assignment, administration, and disposition of military personnel detailed to the Agency from the military services and the development of plans and recommendations for the mobilization of manpower in the event of a national emergency. This includes conducting necessary liaison with appropriate components of the Department of Defense and preparing and maintaining records pertaining to military personnel. The Division is also responsible for the planning, administration, and support of the Agency's Military and Civilian Reserve Programs.

Accomplishments for FY 1965:

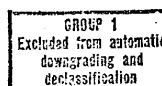
There was a net decrease of 15% (from [REDACTED] in the overall number of personnel administered by MMPD during the year. This resulted primarily, from a phase-out or reduction of four Agency projects with the return of certain detailees to their respective service. [REDACTED]

25X1A6a

25X1A6a

However, procurement actions showed a 13% increase on 30 June 1965 (162) when compared to 30 June 1964, (143). This resulted from an increase in airman procurement actions for a special project initiated in October 1964 by DDS&T/OSA.

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Statistically, the workload of the Division is suggested in the following data concerning the number of individuals serviced or supported by MMPD:

MILITARY DETAILS ON DUTY (30 June 1965)

	<u>Officer</u>	<u>Enlisted</u>	<u>Total</u>
Army			
Air Force			
Navy			
Marine Corps			
TOTAL			

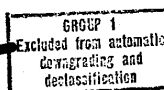
25X9A2

(These figures do not include 32 non-reimbursable personnel who are administered by MMPD.)

The Mobilization Planning activity maintained constant liaison with the Department of Defense and the military departments to insure that existing military reserve programs and military manpower agreements would not be lost as a result of the military reserve reorganization plan announced in December 1964 by the Secretary of Defense.

Records of employees who terminated their employment during the year were reviewed for possible membership in the Agency's Civilian Reserve Program, and those selected were processed through appropriate offices for clearance to contact.

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Six two-week military reserve training classes in counterinsurgency were conducted at [REDACTED]

25X1A6a

[REDACTED] with a total of 198 reservists participating. Also, a new two-week course in "Intelligence" was developed for presentation during FY-66. Additionally, active duty training tours were arranged with various military units for 153 Agency Reservists in the U.S. and 67 overseas. Forty weekly training assemblies were held at Headquarters for Reservists.

In addition, the Division provided a great deal of assistance to Agency components and draft eligible employees relating to various selective service matters. This included confirmation of employment letters sent to local Selective Service Boards.

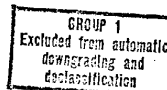
The following indicates our Agency military reserve status:

[REDACTED]

25X9

25X1A6a An additional workload of significant proportions was assumed by MMPD as a result of a reduction of military personnel assigned to the Office of Training. The new workload consists of the complete administrative support of 58 enlisted men and 1 officer stationed at [REDACTED] which has been absorbed by MMPD without benefit of additional spaces. A re-screening of active reservists assigned to units outside the Agency was made to insure understanding by all concerned that they would be lost to us in event of recall. Of 78 employees involved, supervisors re-

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certified release of 54. The remaining 24 were either transferred to the standby reserves, Agency unit, or retired reserves.

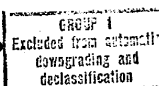
Objectives for Fiscal Year 1966 and Fiscal Year 1967:

It is estimated that the scope and level of operations of the Division regarding detailed military personnel will remain about the same in FY-66 and FY-67 as in FY-65.

In the reserve area, development of an active duty training course in Unconventional Warfare is planned for those Agency Reservists who will complete the course in Intelligence and Counter-intelligence and in Counterinsurgency. This course will augment the inactive duty program for FY-67.

An increase in Agency Military deferments is anticipated because of increasing draft calls. Indications are that additional draft eligible personnel will be required overseas, resulting in more deferment requests. Although the exact impact of this increase will not be known until the end of FY-66, an increase of at least 25% in military deferments is expected. To assist the operating components in this matter, the Reserve Branch will carefully screen the rosters of all draft eligible employees and inform officials of those personnel who occupy a critical position and consequently are eligible for deferment. In addition, an accurate machine listing will be maintained of those draft-eligible employees in order to forecast possible Agency losses.

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Financial Requirements FY 1966:

Personal services costs will be [REDACTED] thousand in FY 1966. Travel to area military installations 25X1A and foreign travel by Chief, MMPD, will cost \$7 thousand. Transportation of household effects of military details to MMPD will be \$1 thousand.

Financial Requirements FY 1967:

Personal services cost will be [REDACTED] thousand in FY 1967. Travel will remain at \$7 thousand.

25X1A

Changes in Financial Requirements:

FY 1966 over FY 1965:

No change.

FY 1967 over FY 1966:

An increase (\$4 thousand) for filling positions to authorized grade levels, within grade increases and related personal services costs. A decrease (\$1 thousand) for non-recurring transportation of household effects.

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